

**THE INFLUENCE OF ORGANIZATIONAL
CULTURE ON LEADERSHIP STYLES AMONG
EMPLOYEES IN UNIVERSITI MALAYSIA PERLIS**

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**MASTER OF SCIENCE (MANAGEMENT)
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ON LEADERSHIP STYLES AMONG EMPLOYEES IN
UNIVERSITI MALAYSIA PERLIS**

By

NORZAILILAH BINTI ZAINODDIN

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ABSTRAK

Kajian ini adalah untuk memahami pengaruh gelagat organisasi terhadap gaya kepimpinan di kalangan staf pentadbiran di Universiti Malaysia Perlis (UNIMAP). Kajian ini mengukur tiga dimensi karektor gelagat organisasi (*innovation and risk taking, team orientation and aggressiveness*) sebagai pembolehubah tidak bergantung (*independent variables*) dan tiga dimensi gaya kepimpinan (*transformational, transactional and situational*) sebagai pembolehubah bergantung (*dependent variables*). Dengan menggunakan persampelan rawak berstruktur, sebanyak 129 borang kaji selidik diperoleh dari kalangan staf pentadbiran dengan gred jawatan 41 hingga 54. Data telah dianalisa menggunakan analisa regresi linear SPSS untuk mengkaji pengaruh gelagat organisasi. Secara keseluruhan, kajian menunjukkan bahawa terdapat hubungan positif yang ketara antara sifat agresif (*aggressiveness*) terhadap ketiga – tiga dimensi gaya kepimpinan. Walaubagaimanapun, gelagat organisasi didapati tidak mempunyai pengaruh terhadap factor demografik dalam konteks umur, jantina, tempoh bekerja dan red dalam kebanyakan dimensi. Kesimpulannya, ujikaji ini boleh digunakan untuk memperbaiki system pentadbiran UNIMAP sebagai universiti awam yang baru berdasarkan cadangan yang dikemukakan.

ABSTRACT

This research studied the influence of organizational culture on leadership styles among administrative staffs in Universiti Malaysia Perlis (UNIMAP). This study measured three dimensions of organizational culture's characteristics (innovation and risk taking, team orientation and aggressiveness) as independent variables and three dimensions of leadership styles (transformational, transactional and situational) as dependent variables. By using stratified random sampling, a total of 129 sets of questionnaires were collected among the administrative staffs of grade 41 to 54 in UNIMAP. The data was subsequently analysed using SPSS linear regression analysis to test the influence of organizational culture. Overall, the study found that there is a positive significant between aggressiveness towards the three dimensions of leadership styles. However, organizational culture was also found to not having influence to the demographic factors in terms of age, gender, tenure and grade in most of the dimensions. In conclusion, these findings can be used to improve the governance system of UNIMAP as a new public university based on the recommendations stated.

CHAPTER 1

INTRODUCTION

1.1 Background

Organizational culture and leadership styles often have a significance impact to each other in most organizations. (Jaskyte & Dressler, 2005; Jaskyte, 2004) Their incompatibility will become a barrier to the organization's growth and ineffectiveness of management is the inability of the owner to manage the increasing complexities and different behaviour in the organization. In most organizations, culture and leadership runs side by side to balance up the power and sustaining the achievement, while other organizations refer to the norms and manages by referring to the usual practices.

Organizational culture is a system of shared meaning held by members that distinguished the organization from other organization. (Robbins & Judge, 2007) Organizational culture represents a common perception shared by the organization's members. They perceive a unique set of characteristics that are substantially organization specific (Robbins, 1983). Leadership is a process by which a person influences others to accomplish an individual or group goals. Being a manager, supervisor or officer gives you the authority or power to accomplish certain tasks and objectives in the organization but it doesn't make you a leader but instead a boss. (Clark, 1997) As discussed by L. Aiman-Smith (2004), culture starts with leadership, is reinforced with the accumulated learning of the organizational members and is a powerful (albeit and implicit) set of forces that determine human behaviour. An organization's culture goes deeper than the words used in its mission statement.

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